

Nova Scotia Higher Education International Trade and Marketing Plan, 1997-2002

Annual Report to EDA Management Committee, March, 2001



While most provinces now have established offices to coordinate and develop the collaborative export of expertise, the Nova Scotia model remains unique.

Canada

COOPERATION
Economic Development Agreement
Entente Développement Économique


NOVA SCOTIA

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Background

Nova Scotia's education sector has tremendous export growth potential. Government has recognized this potential in funding the \$2.1 million, four-year, Higher Education International Trade and Marketing Plan. Through five project components, the Marketing Plan aims to increase collaboration among institutions and between institutions and Nova Scotia based private sector companies. The Plan is designed to increase international student enrolment and to increase export revenues in education programs, services, and training.

Project Components

In December, 1997 the Province, Canada, the Council of Nova Scotia University Presidents and the Nova Scotia Community College signed a Memorandum of Understanding to implement the Higher Education International Trade and Marketing Plan. Funding from the COOPERATION Agreement on Economic Diversification (EDA) was made available to higher education partners through five Plan components. The EDA Management Committee approved reallocation of funds, among the five components, in April, 2000.

Program Components

Project Components	Approved EDA Funding (1997)	Reallocated EDA Funding (2000)	Approved Funding Ratio (EDA: Education Partners)
Higher Education Missions	\$831,000	\$916,016	80:20
Student Recruitment Materials	\$206,300	\$206,300	70:30
Collaborative Incentives Fund	\$831,000	\$761,200	75:25
Resource Directory	\$121,000	\$35,984	70:30
Learning Leisure Projects	\$108,000	\$177,800	70:30
Total EDA Funding	\$2,097,300	\$2,097,300	

Nova Scotia's
education sector has
tremendous export
growth potential.

Project Objectives

Student Recruitment

Objective: To enrol an additional 280 new international students (\$6.7 million per year in additional student spending in Nova Scotia);

Result: March, 2001: Exceeded goal by 56% (436 new international students to date; \$10.5 million per year in additional spending)

Objective: To generate 100 family visits to NS universities as a direct result of Marketing Plan activities (an additional family spending of \$120,000 per year in Nova Scotia).

Result: March, 2001: Exceeded goal (universities reported 300 family visits by January, 2000; \$360,000 in additional family spending)

Export of Expertise

Objective: To generate \$30 million through the export of education research, training and services;

Result: March, 2001: On target (\$24 million reported and expected from 26 projects)

Objective: To generate \$10 million in private sector revenue as a direct result of Marketing Plan activities.

Result: March, 2001: On target (\$1 million reported and expected*)

*As the lead institution for CIF projects is a university or the NSCC, expected private sector revenues are not separated from expected project revenues until the project is complete

Project Management

Overall project management is the responsibility of the co-chairs of the Higher Education International Trade and Marketing Plan: Marketing Coordinator (Ava Czapalay), now based in the Trade and Investment Division of the Department of Economic Development, and Dr. Sheila Brown, President, Mount Saint Vincent University. The Marketing Coordinator reports quarterly to the Project Management Committee consisting of representatives from Higher Education (Dr. Sheila Brown, Chair, Council of Nova Scotia University Presidents), ACOA (Brenda Bradford), the Department of Economic Development (Carole Lee Reinhardt), and the Department of Tourism and Culture (Marsha Andrews).

The Recruitment Committee meets every six weeks to plan student recruitment activities and to report results. This committee consists of senior student recruitment personnel from the universities and the Nova Scotia Community College. The Marketing Coordinator attends these meetings.

The Project Review Panel (PRP) reviews projects submitted for Collaborative Incentives Funding. The PRP has representatives from ACOA, Economic Development, and higher education. The Marketing Coordinator chairs the PRP which meets as needed, approximately every 6-8 weeks.

Program Spending Summary

Component	Adjusted Funding (March 1/00)	Uncommitted Funds	Key Projects
1 Higher Education Missions (Student Recruitment)	\$916,016	\$52,000	Recruitment activities targeted at NE United States, the Caribbean, the Nordic countries and the Middle East (U.A.E.); Counsellors' Tour program
2 Collaborative Student Recruitment Materials	\$206,300	0	Choose Nova Scotia; tri-fold brochure; postcards; joint advertising
3 Collaborative Incentives Fund	\$761,200	\$134,100	26 projects funded to date
4 Resource Directory	\$35,984	0	University directory now on-line at www.resources.ednet.ns.ca ; NSCC directory pending (Spring 2001)
5 Learning Leisure Projects	\$177,800	\$77,400	International Learning Passport®, International Education Adventure® Program, North Atlantic University Alliance

Our objective:

To generate

\$46.7 million in

new international

student and project

revenue by

March, 2002.

Student Recruitment

The recruitment of international students is important to Nova Scotia universities and to the provincial economy. In 2000-2001, approximately \$42 million will be spent by international students studying at universities throughout the province. The spending supports local businesses and is an important source of revenue for the institutions.

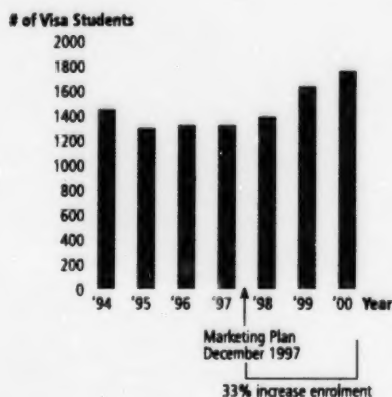
Since 1997, Nova Scotia universities have increased international student enrolments by 33% (436 additional students). This increase represents an additional \$10.5 million in international student spending. Universities report an 88% increase in U.S. student enrolment which represents an additional \$2.4 million in U.S. student annual spending in Nova Scotia.

To place these enrolment increases in context, it must be noted that from 1997 - 2000, the Canadian Bureau for International Education reported that international student enrolment in Canada declined.

Comparative International Student Enrolments 1994 - 2000 Nova Scotia Universities

Visa Students Enrolled in Universities
as of October¹ Reporting to AAU

Year	Number
1994	1442
1995	1292
1996	1314
1997	1315
1998	1383
1999	1627
2000	1751

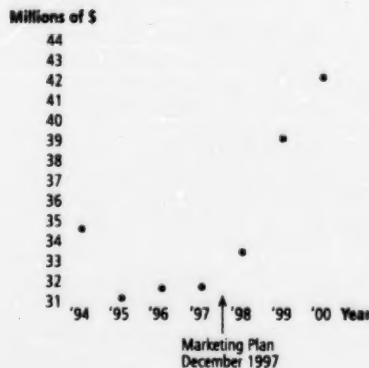


In 2000-2001,
approximately
\$42 million will
be spent by
international
students studying
at universities
throughout the
province.

Comparative International Student Revenues 1994 - 2000 Nova Scotia Universities

Revenue Generated in Nova Scotia by
International Students² per Academic
Year (Million \$)

Year	Direct Revenue
1994	\$34.6 Million
1995	\$31.0 Million
1996	\$31.5 Million
1997	\$31.56 Million
1998	\$33.19 Million
1999	\$39.0 Million
2000	\$42.02 Million



1. Universities report preliminary enrolments on October 1 to the Atlantic Association of Universities (AAU). Official statistics, with country of origin breakdown, are reported to Statistics Canada at a later date. For consistency of data, only October 1 statistics are being compared. A comparison of official enrolments will be provided in the final report.

2. The Canadian Bureau for International Education (CBIE) estimates international students spend \$24,000 per academic year (September - April) (CBIE, 1999).

U.S. Student Recruitment

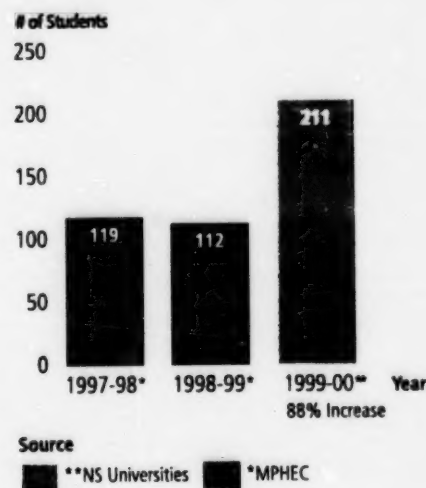
Ten Nova Scotia universities have targeted the North-Eastern United States as a primary student recruitment market.

A recent university survey of U.S. students showed that students decided to study in Nova Scotia for the following reasons (in order of priority):

1. Less expensive tuition/cost of living
2. Wanted a quality university experience
3. Had previously visited Nova Scotia (and wanted to return)
4. Wanted an international experience
5. Wanted a safe campus

Since the start of collaborative recruitment activities in the U.S. in 1997, enrolment has increased by 88%. This translates into an additional 92 students from the U.S. since 1997-1998, generating \$2.4 million in additional U.S. student spending in Nova Scotia.

United States Student Enrolments at Nova Scotia Universities, 1997-2000



Since the start of collaborative recruitment activities in the U.S. in 1997, enrolment has increased by 88%.

Key strategies:

- Counsellors' Familiarization Tour of 10 N.S. universities
- Collaborative Missions to U.S. student fairs
- U.S. Counsellor seminars
- Exhibits at regional and national Counsellor Association conferences
- Pre-mission advertising
- Collaborative materials - one brochure, one application, one website - representing all 11 universities

Visit www.international.ednet.ns.ca to view the collaborative student recruitment website.

Export of Expertise

The universities and the Nova Scotia Community College have 26 approved projects under the Collaborative Incentives Fund (CIF). Project details are summarized on page 7-8.

To date, actual and expected revenue from the export of expertise, with funding assistance from the CIF, is approximately \$24 million. The project is on target for meeting its objective of generating \$40 million in new project revenue by March, 2002.

One of the key principles underlying the creation of the CIF is that Nova Scotia institutions are more competitive in more markets if they partner with each other and with the private sector. To date, ten institutions are involved in CIF projects with eight institutions leading at least one or more projects.

Private sector partners include: Cisco Systems, EDM Environmental Design and Management Inc., International Language Institute, Maritime Tel and Tel, National School of Learning, Nova Scotia Oceans Initiative, ORACO Consulting Inc., Survival Systems Training, Telecom Application Research Alliance (TARA), TMI Success Ltd., Tri-Star Industries Ltd., and William Nycum and Associates.

Other partners include the Acadian School Board (CSAP), the Nova Scotia Gambia Association and the Strait Regional School Board.

Institution	Number of Projects (L = Lead)	Total CIF Projects
Acadia University	4	4
Atlantic School of Theology	1(L)	1
Collège de l'Acadie	2	2
Dalhousie University	5(L) 3	8
University of King's College	0	0
Mount Saint Vincent University	7(L) 3	10
Nova Scotia Agricultural College	1(L) 5	6
Nova Scotia College of Art and Design	2	2
Nova Scotia Community College	3(L) 3	6
Saint Mary's University	3	3
St. Francis Xavier University	3(L) 3	6
Université Sainte-Anne	1(L) 1	2
University College of Cape Breton	1(L)	1

The project is on target for meeting its objective of generating \$40 million in new project revenue by March, 2002.

Approved CIF Projects Summary

Project Name	Partners	CIF Funding	Expected/Reported Results
1 Malaysia Human Resource Training Mission: Enhancing Women's Entrepreneurial Development and International Trade	MSVU, NSAC	\$13,500	- Contracts and information obtained on mission, important for development of funding proposals to CIDA, IFIs (unspecified) - MSVU/NSAC did not proceed with funding proposals as key partners in Malaysia changed and project lacked support in Malaysia (March, 2001)
2 Integrated Coastal Zone Management Program (ICZM)	Dalhousie, Saint Mary's; 3 Cuban universities	\$5,126	- Received \$750,000 (CIDA funding award) - Introduced first graduate program in ICZM in Cuba 12 Cuban faculty to take ESL in Nova Scotia (\$24,000)
3 Developing Extension Training in Agriculture for St. Vincent	NSAC, Saint Mary's	\$4,200	\$90,000 contract award
4 Open Learning Program Delivery: Expanding Our Worlds of Education	MSVU, MT&T	\$30,000	\$1.1 million in student enrolment 37 part-time jobs and 1.5 full-time jobs created
5 Recruitment of Distance Education Students in Bermuda	AST, MSVU	\$7,500	- AST determined Bermuda would be an excellent market for "Theology On-line" - March, 2001: AST about to launch a Masters in Divinity with an intensive on-campus summer program and internet-based winter program
6 Asian - Maritime University Project	Dalhousie, St. FX, NSAC, NSCC (COGS, Nautical), School of Fisheries & Aquaculture, Nova Scotia Oceans Initiative (NSOI)	\$125,595 Spent: \$102,582.49	- Expected: approximately \$10 million in short and medium term contracts - Actual: 11 MOUs; short-listed (top 5) on \$30 million World Bank Watershed project (did not win contract) - Note: Political upheaval interrupted relationship with key partners (CHED, university presidents, a senator). Prolonged illness and subsequent resignation of project coordinator (NSOI) at a critical time jeopardized momentum of project.
7 Developing the Trinidad and Tobago Education Marketplace	MSVU, ORACO Consulting Services: MT&T	\$63,308	- Expected: \$85K teacher training contract; ORACO contracted to design 2 technology enriched schools (projected estimated at \$16.5 million total with \$400,000 going to Nova Scotia) - As a result of activity in T&T, ORACO was hired to do a \$70,000 feasibility study looking at a public-private partnership model for the community college system in Barbados; phase 2 of project worth \$500,000 for ORACO (pending)
8 International Rural and Remote Teacher Education in Bhutan	St. FX, Strait Regional School Board	\$7,564	\$869,000 in student spending \$42,000 UN Development Program contract; St. FX re-submitted project to CIDA for Tier 2 funding (\$750,000) in March, 2001
9 International Rural and Remote Teacher Education in Ghana	St. FX, Acadia, MT&T, NSAC	\$8,794	- Applied for CIDA funding (\$750,000) - turned down - Re-submitted bid, with Acadia as lead, to CIDA for March, 2001 Tier 2 competition (\$750,000)
10 International Rural and Remote Teacher Education in the Philippines	St. FX, Strait Regional School Board, Acadia, MSVU	\$11,925	Request to CIDA for \$750,000 turned down (September, 2000)
11 Millennium Study Tour	Collège de l'Acadie, Université Ste-Anne, Acadian School Board (CSAP)	\$5,000	7 MOUs; Senior Ministry of Education officials from 11 Francophone countries toured NS; NS Department of Education gave Math/Science workshop to teachers in Haiti (Note: Haiti has applied for US \$35 million in World Bank funding to strengthen education - consultants will be required) - Minister of Education for Djibouti wrote to NS Dept. of Education expressing interest in partnering with NS on a variety of education related projects (March, 2001)
12 Design and Planning Education based on Community Projects in the Gambia	Dalhousie (DalTech), NS Gambia Association, EDM Environment Design & Management Inc., TMI Success Ltd.	\$28,972	- Results pending - Expected: \$751,000 (student fees and grants) - Applying to CIDA for \$750,000 Tier 2 funding (March, 2001)
13 Language/Hospitality Training for Cuban Tourism Industry	UCCB, Nat'l School of Learning	\$7,320	Project postponed to April, 2001
14 Graduate Program for the Blind and Visually Impaired and Deaf and Hearing Impaired Barbados	MSVU, MT&T	\$49,875	- First classes start April, 2001: 15 students @ \$1,200 = \$18,000; 45 students per year beginning 09/02 (\$54,000) - Spin-off: Contracts being negotiated with University of St. Martin to develop joint degree program (March, 2001) and with Ministry of Education in Barbados to provide M.Ed. courses to one teacher in each of 130 schools (\$780,000 contract - World Bank funding)
15 Participatory Health, Population and Nutrition Project: the Gambia	Dalhousie, William Nycum & Associates	\$20,000	Currently short-listed for several components (worth up to \$4.1 million) of US \$30 million World Bank project
16 Internetworking Program of DalTech	DalTech, Cisco Systems Inc., TARA, MT&T	\$22,893	- Expected: \$11 million over 5 years in Trinidad, UK and South Africa markets - Actual: Travelled to Trinidad and South Africa to investigate markets. Market potential in Trinidad weak; stronger potential in Barbados. Some opportunity for distance education in South Africa - Market exploration on-going (March, 2001)
17 Republic of Trinidad and Tobago Secondary Education Modernization Project (SEMP)	MSVU, ORACO Consulting	\$13,841	- Won \$250,000 Inter-American Development Bank contract - Awarded \$85,000 IADB teacher in-service contract; - MSVU in preferred position for multi-million dollar implementation phase of SEMP
18 14th Conference of Commonwealth Education Ministers' Conference Trade Fair	UStEA, Dalhousie, Collège de l'Acadie, MSVU, NSCC, Saint Mary's	\$14,700	- Participating institutions identified at least 20 concrete project opportunities with visiting countries - Ministers from several countries visited local campuses

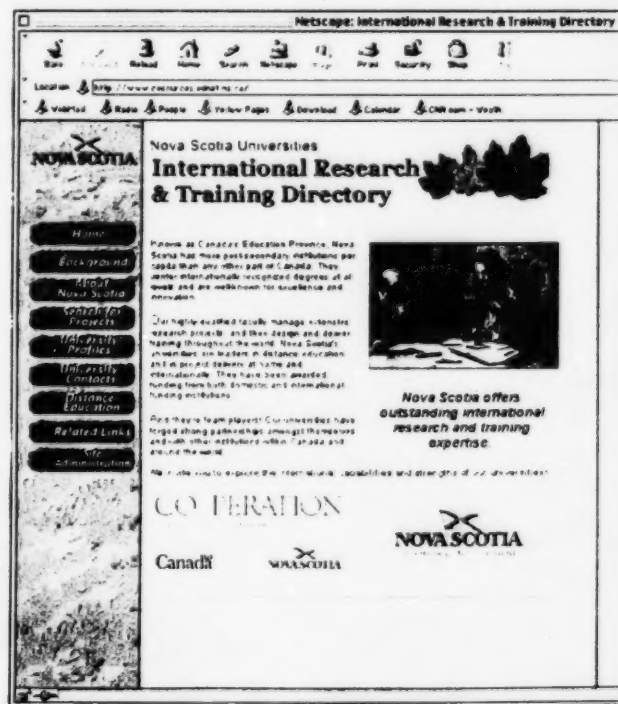
Approved CIF Projects Summary-cont'd

Project Name	Partners	CIF Funding	Expected/Reported Results
19 Development of Pemex Related Technology Transfer	NSCC, Survival Systems Training, International Language Institute	\$23,460	- State of Campeche's Ministry of Education committed up to \$25,000 towards a feasibility study (January, 2001) - Expected benefits: \$5 million
20 IFI Mission to Washington, DC	Dalhousie, Acadia, NSAC	\$3,995	- Expected: to improve future bidding on IFI funded projects - Dalhousie: pending - Acadia: pending - NSAC: identified potential projects in Ghana, Central/South America and Jamaica. Sent IDB Agricultural Specialist information on NSAC's irrigation expertise; travelled to Ghana to follow-up on project opportunity (March, 2001)
21 Technology Training Development in Campeche	NSCC, Survival Systems Training	\$32,190	Pending (Note: Mexico has requested an IADB loan of \$450 million US to strengthen training and certification; NSCC's activities will put NSCC in a preferred position to win future IADB funded training contracts)
22 Training Program in Clinical Research and Psychiatric Emergency Care	Dalhousie, TriStar Industries	\$13,039	Expected: development of a training package that can be sold for \$70,000 per market with 4 markets identified - \$280,000; generate revenue from multi-national drug companies to do clinical trials in Cuba
23 NS University Education Consortium: Approach to the Trinidad and Tobago Education Marketplace	MSVU, Acadia, NSCAD, St.FX, ORACO	\$13,073	Expected: to win several consultancies worth approximately \$5 million - actual amount will be known when RFPs are issued; the total IADB funding for this project is US \$140 million
24 NS University Education Consortium: Approach to the Jamaica Education	MSVU, Acadia, NSCAD, St.FX, ORACO	\$17,286	Expected: to win \$2.5 million World Bank PESP consultancy (Jamaica has borrowed US \$35 million in World Bank funds to strengthen Primary Education System) Marketplace
25 Team Canada Mission to Beijing, Shanghai and Hong Kong	Dalhousie, MSVU, Saint Mary's, St.FX	\$28,267	Expected: to develop educational partnerships in the health professions, computer science and engineering, explore opportunities for distance education, establish linkages, share expertise in areas of teacher training, develop cooperation agreements with PRC universities
26 Skills Training in Quillacollo, Bolivia	NSCC, NSAC	\$6,304 (may apply for additional \$2,625 if mission is successful)	Expected: to apply for and win \$375,000 in CIDA funding (administered through ACCC - Canadian College Partnership Program)

The Resource Directory

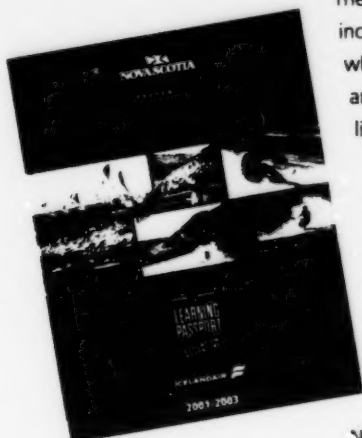
The Nova Scotia universities launched a web-based International Research and Training Directory at the 14th Conference of Commonwealth Education Ministers in November, 2000. The Directory lists the universities' international projects and is searchable by project name, funding agency, and country. The Directory also includes Research and Training profiles for each institution, key contacts, and related web sites. Institutions each have a password to their site and are responsible for keeping their sites current. Bookmarks, promoting the site, will be distributed to contacts throughout Canada and around the world. The Nova Scotia Community College is developing both a web and print-based Research and Training Directory, to be launched in June, 2001.

This site can be viewed at:
www.resources.ednet.ns.ca



Learning Leisure Projects

The International Learning Passport® program



The International Learning Passport® (ILP) program was developed to increase student enrolment from Germany, Sweden, Norway and Iceland while at the same time ensuring students studying in Nova Scotia had an opportunity to explore the province - ultimately strengthening their link with Nova Scotia.

ILP students pay a premium package fee of \$9,600 per term (4 months). The cost includes tuition for up to 5 courses, the application fee, athletic and student union fees, on-campus room and meals, and 5 outdoor adventure weekends. The adventure weekends are provided by Nova Scotia based tour operators.

The ILP program is the only education program that Icelandair sponsors. Icelandair flies ILP agents to Nova Scotia for familiarization tours and has agreed to fly ILP students at reduced airfares, making Nova Scotia an even more attractive destination for Nordic students.

Education agents have been retained in Germany, Sweden, Norway and Iceland to sell the ILP program in-country on a commission basis. The agents promote the ILP to students at their schools, during education fairs, and at information evenings. ILP information is translated into Nordic languages and distributed through brochures and advertisements.

Projected ILP Program Revenues Per Term (Sept., 2001- Sept., 2002)

Month/Year	Projected Student Enrolment per term (Revenue @ \$9,600 per student)	Projected Total Student Spending per term @ \$12,000 per term
September '01	20 (\$192,000)	\$240,000
January '02	25 (\$240,000)	\$300,000
September '02	105 (\$1,008,000)	\$1,260,000

Institutions Participating in the ILP Program

- Acadia University
- Dalhousie University
- Mount Saint Vincent University
- Nova Scotia Agricultural College
- Nova Scotia Community College, Truro Campus
- St. Francis Xavier University
- University College of Cape Breton

The International Learning Passport® (ILP) program was developed to increase student enrolment from Germany, Sweden, Norway and Iceland.

The International Education Adventure® Program

A recent report prepared for the Canadian Tourism Commission (CTC) found that Canada is ideally situated to become a leader in education adventures. The report presents the findings of a U.S. based learning vacation survey and makes a case for the need for more education adventure programs in Canada. The survey found that there is a large and growing demand for "learning vacations" from American professionals in the 36-54 age range.

According to the CTC Survey, professionals tend to prefer shorter, 3 - 5 day, vacations that combine a quality learning component with customized soft adventure tourism activities. According to the survey, professionals in this age group are willing to pay between \$80 to \$800 US per day for a quality experience. The most successful learning vacations are those sold through locally engaged agents or through affinity groups (e.g. teachers' associations; clubs and societies).

While Nova Scotia is recognized both as a tourism and a study destination, there are very few products available that combine these two strengths. The Learning Leisure project, under the Higher Education International Trade and Marketing Plan, makes funding available for the marketing of higher education based "learning vacation" products.

Nova Scotia institutions have courses that are ready, or can be easily modified, to market as education adventures. Several Nova Scotia university or community college based courses will be marketed under the International Education Adventures® (IEA) banner to adult learners in the United States, Caribbean and in western European countries where there is already a Nova Scotia education presence (Germany, Norway, Sweden, and Iceland).

The International Education Adventure® program will offer a blend of short-term, quality education experiences with quality, complementary tourism experiences. The products will be sold as package tours, and promoted through an International Education Adventure® website.

To date, IEA project submissions have been received from Dalhousie, Mount Saint Vincent, the Nova Scotia Agricultural College and the University College of Cape Breton.

North Atlantic University Alliance

The North Atlantic University Alliance (NAUA) project was intended to link participating universities' professional development courses throughout the North Atlantic rim.

Nova Scotia partners included the Atlantic School of Theology, Dalhousie, Mount Saint Vincent, St. Francis Xavier, the University College of Cape Breton and Université Sainte-Anne. Several Nordic universities indicated an interest in the project including the Universities of Mid-Sweden, Tampere, Lapland, Umeå, Roskilde and Griffith.

Five courses were offered to senior business executives based in the Nordic countries as well as Germany and the United States. In total, 20,300 program brochures were distributed and 7,700 contacts were made by fax and phone. Low registrations for fall, 1999 led to cancellation of the courses. In June 2000, 500 businesses in the target region were surveyed. A low survey response rate (3%) led to a recommendation to the Council of Nova Scotia University Presidents (CONSUP) that the NAUA program be discontinued. CONSUP supported this recommendation in January, 2001.

A recent report prepared for the Canadian Tourism Commission (CTC) found that Canada is ideally situated to become a leader in education adventures.

Summary- Education Exports

Opportunities for Prosperity recognizes the strength of Nova Scotia's education sector and its potential to grow into "a major export industry."

-Opportunities for Prosperity, p.29

The Higher Education International Trade and Marketing Plan has generated awareness of Nova Scotia's education strengths both internationally and within Canada. Last year, Nova Scotia universities attracted 1751 students from over 120 countries - as our reputation grows, this number will continue to increase. The universities and the Nova Scotia Community College are also pooling strengths and resources which, when combined with private sector partners, enable them to respond to a wide and growing variety of international project opportunities. The impact of project success under the Marketing Plan will be felt for many years to come.

With the momentum that has been created, it is now necessary to look toward the future - beyond March, 2002. *Opportunities for Prosperity* states that "The provincial government must work to link companies, private trainers, universities, colleges, and schools to develop Nova Scotian education and training as an export commodity."

Collaboration has already proven to be a strong component of international market development. Continued collaboration, among institutions, the private sector, and with the provincial and federal governments will help ensure that Nova Scotia's education exports continue to grow and reap benefits to Nova Scotians at home and abroad.

The Nova Scotia Model for Collaborative Education Export Activity

While most provinces now have established offices to coordinate and develop the collaborative export of expertise, the Nova Scotia model remains unique. The Higher Education International Trade and Marketing Plan actively involves all partners, provincial, federal, and institutional, in decisions about project direction and spending. Partners see results and remain committed to the project.

Others also see results and believe the Nova Scotia model is a success story that others could learn from. The U.S. based Council for Advancement of Studies in Education (CASE) published a recent article on Nova Scotia's collaborative student recruitment efforts (Appendix A). And other organizations are seeking input from Nova Scotia. This spring, the Marketing Coordinator will be a guest panelist at the U.S. Southern Association of College Admission Counselors' Annual Conference, a panelist at McGill University's seminar on financing international education projects and a participant at the pan-Canadian Education Marketing Roundtable organized by the Education Marketing Division of the Department of Foreign Affairs and International Trade in Ottawa.

**The Higher Education
International Trade
and Marketing Plan
has generated
awareness of Nova
Scotia's education
strengths both
internationally and
within Canada.**

Appendix A



ADVANCE WORK

Cooperation Beats Competition

Nova Scotia campuses find that collaboration is a boon when it comes to international recruitment

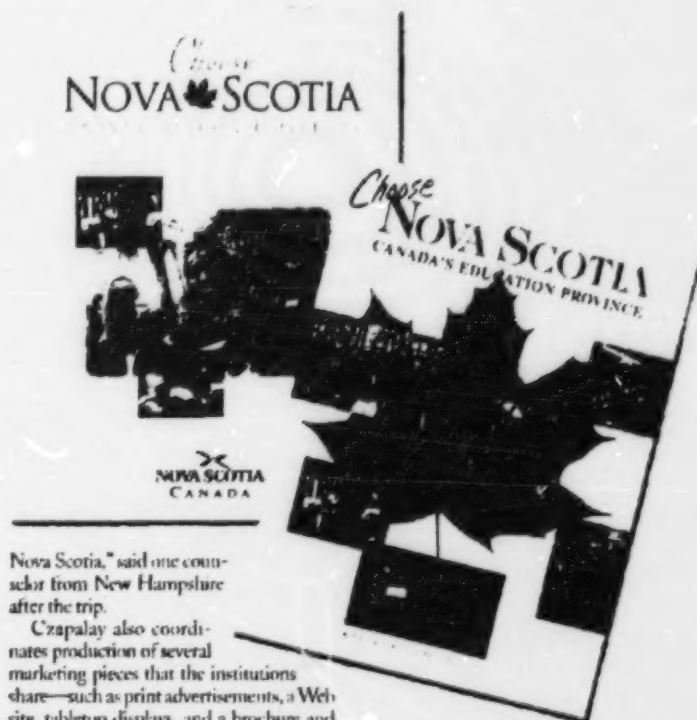
Ever thought of calling up 10 rival institutions and asking them to partner with you on a student recruitment marketing plan? Don't laugh: Eleven colleges and universities in Nova Scotia, Canada, did just that, with great results.

It all started in 1996, when the campuses formed a committee to discuss the possibilities for collectively marketing themselves to international students. Though this approach would seem anathema to many of higher education's niche marketers, the campuses felt that—as part of Nova Scotia's goal of building a knowledge-based, rather than a resource-based, economy—it was more important to attract new students to the province than to worry about how many of them ended up at which campuses.

In 1997 the committee established the International Trade and Marketing Plan with C\$2.1 million from the federal and provincial governments. It settled on four target markets—the United States, the Middle East, the Caribbean, and the Nordic countries—and hired a marketing coordinator, Ava Czapalay, who is based in the province's department of economic development.

Under the plan, Czapalay and her two-person staff manage student-recruitment projects that are selected by a recruitment committee, which reviews proposals to make sure they match the plan's goals and target markets. Not all campuses participate in every project—the Université Sainte-Anne, for example, with its historical ties to the Cajun population in the southern United States, recruits more heavily in Louisiana than the other campuses.

One of the most successful projects is an annual weeklong tour of the province and nine campuses for U.S. high school guidance counselors. "What an eye-opener—I was unaware of the excellent college choices in



Nova Scotia," said one counselor from New Hampshire after the trip.

Czapalay also coordinates production of several marketing pieces that the institutions share—such as print advertisements, a Web site, tabletop displays, and a brochure and application—all of which use the plan's tag line, "Choose Nova Scotia: Canada's Education Province."

At the start of the partnership, the committee's goal was to recruit 280 international students by 2001. It has already surpassed that goal, with 312 new students registered by 2000. The institutions are so pleased with the results, in fact, that Czapalay has presented them with a proposal for continuing the project beyond its 2002 end date.

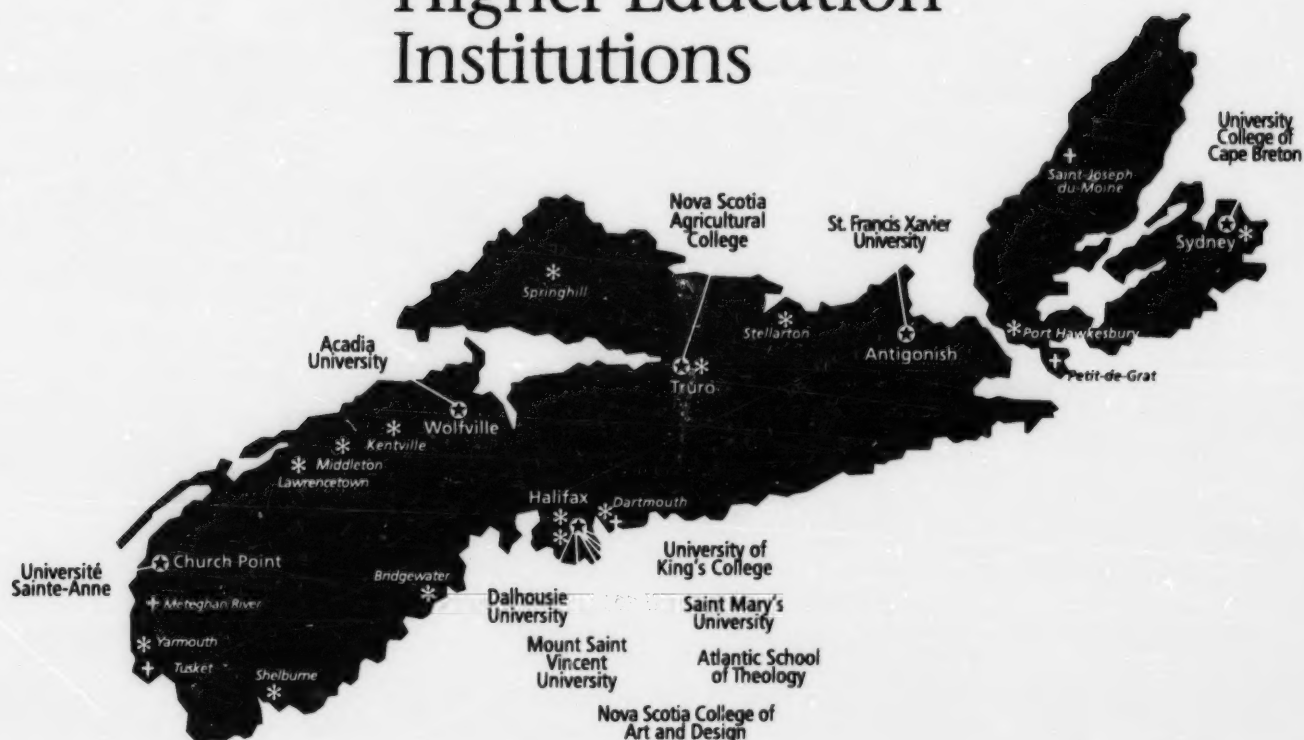
For more information on the "Choose Nova Scotia" collaborative marketing plan, go to www.international.ednet.ns.ca or contact Executive Director Ava Czapalay at (902) 424-4058 or czapalam@gov.ns.ca. —KRISTEN SIMPSON

Working Together: Eleven Nova Scotia colleges and universities are collaborating on the "Choose Nova Scotia" international student recruitment campaign. Two marketing brochures contain information about the province, a profile of each campus, and an application form.

For more information contact:

**The Marketing Coordinator
Higher Education International Trade and Marketing Plan
Department of Economic Development
1800 Argyle Street, Suite 520
Halifax, NS
Canada B3J 2R7**

Nova Scotia Higher Education Institutions



★ Nova Scotia Universities

*Nova Scotia Community
College Campuses*

*Collège de l'Acadie
(Virtual Campus)*